

16 April 1954

MEMORANDUM FOR: Chairman, CIA Career Service Board

FROM: Task Force on Career Development of Junior Personnel

SUBJECT: Final Report

REFERENCE: Your Memorandum dated 2 April 1954

1. Attached is a Staff Study on career development of selected junior personnel which has as its salient features

a. central administration by the Assistant Director for Personnel and the Director of Training in the interest of the Agency as a whole.

b. use of presently available resources and facilities of the Office of Personnel and the Office of Training with respect to funds and approved T/O positions.

c. the right of all eligible personnel to have their applications for participation considered by a Career Development Selection Committee.

d. the responsibility of heads of operating components to nominate well qualified candidates and to participate in the decisions respecting the selection, planning and utilization of those who participate.

2. The text represents the general consensus of the Task Force and has the general approval of the Assistant Director for Personnel and the Director of Training.

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1. PROBLEM: To establish a program that will insure effective career planning for selected junior personnel.
2. ASSUMPTIONS:
 - a. CIA will have a continuing requirement for a reservoir of carefully selected, highly qualified, and well trained individuals who are thoroughly acquainted with Agency activities and who will be available for assignment to positions of increasing responsibility as the need arises.
 - b. Due to the specialized nature of Agency activities, such individuals cannot ordinarily be recruited from outside the Agency. To assure the existence of such a reservoir, a systematic program for internally developing selected Agency personnel can be instituted.
 - c. Career Development through detail or assignment to varied positions to broaden knowledge and experience can be an effective means of furthering the development of selected personnel.
 - d. It is possible to identify individuals who are on duty whose development will be furthered by training assignments to other components of the Agency. Since such an assignment would be of rather extended duration, it would be for productive as well as for career development purposes.
 - e. Individuals should be considered for this program only on the basis of demonstrated ability and potential for greater responsibilities in the discharge of the Agency's mission.

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- f. Participation in the program would represent no assurance to the individual of eventual advancement, or assignment to any particular positions.

3. FACTS:

- a. The basic Career Service directive (CIA Regulation 25 May 1953) states that one of the ways by which the Career Service program will be implemented is through rotation and that provision will be made for the allocation of slots in order to facilitate rotation assignments. This Regulation also provides that the component Career Service Boards will "establish a system of rotation within the component and participate in the development and execution of rotation assignments." It is therefore clear that the policy of promoting the concept of planned training assignments as a development technique is firmly established. There is, however, no clear-cut authority for insuring that rotation undertaken in support of the Agency's overall mission will be effected.
- b. The first attempt at a career development system was made in June of 1952 with the establishment of 50 rotation loan slots; since only 11 of these slots were ever encumbered, the CIA Career Service Board decided that the system was ineffective. On 2 July 1953 it was replaced by the present system of Career Development Slots whereby individuals who could profit from either non-CIA training or rotation within CIA could be transferred to positions administered by the Office of Training in order not to disrupt the personnel administration of other components of the Agency. Of the

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40 positions approved, 28 are now (as of 31 March 1954) allocated or under consideration by the CIA Career Service Board. Twenty-five of these are for purposes of external training and only three for rotation within CIA. The students who will attend the Department of Defense schools and colleges, and certain other long-duration non-CIA training programs, will take up some of the remaining twelve positions.

- c. The Junior Officer Trainee program initiated in 1951 is intended to provide an intern program for carefully selected personnel recruited for this purpose. The Office of Training has [redacted] ceiling positions for the program, plus [redacted] to accommodate Junior Officer Trainees and other members of the Agency

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four more will be so assigned within the next three months, ten more within the next year, and at the present rate of turnover each JOT will probably occupy a civilian JOT slot for about a year. This means that about half the could be used for the career development of junior employees already in the Agency, and even more if 1) recruiting JOTs from outside were slightly diminished and 2) some individuals' term of service as JOTs were shortened as circumstances in each case made advisable.

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- d. On 4 February 1954, at its 20th meeting, the CIA Career Service Board decided to concentrate its attention on the career development of junior professional personnel.
- e. Persons of age 25 through 34 who are in grades GS-7 through GS-12 constitute more than 30 per cent of the Agency's strength. Persons in this category with at least two years' Agency experience constitute 25 per cent of the Agency strength.

4. DISCUSSION

- a. Within the ranks of CIA there is a considerable group of younger men and women with excellent backgrounds and work records who show potential for progressively increased responsibility. Planned training assignments among Agency offices would be an effective device for providing many of these persons with opportunities for additional knowledge and wider perspectives. This type of activity also offers opportunities to evaluate individual performance and potential in different situations and the program can be counted on to strengthen the Agency's middle-management group of officials.

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Realization of these objectives is of extreme importance to the development of an effective inventory of junior executives.

- b. A selective assignment program would be only one part of the Agency's Career Development system. Not all promising young men and women would benefit from this type of career development. Many would profit from the application of other recognized techniques while remaining with their parent component. The other techniques include:

- (1) Formal CIA training
- (2) Non-CIA training
- (3) On-the-job training
- (4) Understudy and task force assignments
- (5) Participation in external professional conferences
- (6) Extra-curricular duty on committees, panels and boards.

The other techniques enumerated above are now being utilized by operating components with varying degrees of effectiveness. Planned training assignments for the career development of junior personnel are occasionally being accomplished at present. However, as stated in 3a above, there is still no assurance that planned training assignments conducted in the interests of the Agency as a whole, as contrasted to those of primary interest to individual components, will be undertaken.

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c. The Assistant Director for Personnel is responsible for the development and administration of an Agency-wide personnel program. The Director of Training is responsible for formulating and carrying out training policies, plans, standards, and programs to increase the capabilities of personnel to serve the Agency. The career development of personnel is thus a joint responsibility of these two officials and they have skilled personnel and facilities at their disposal for mutually carrying out this responsibility. (See TAB A "Plan for Career Development of Selected Junior Personnel", attached).

d. The Assistant Director for Personnel, in view of his overall responsibility for the personnel program of the Agency, has at his disposal the resources and facilities for developing and administering a Junior Executive Inventory.

5. CONCLUSIONS

- a. The means for implementing a program of career planning for selected junior personnel are readily available within the Agency.
- b. The total cost of such a program would be minimal compared with its importance to the Agency.
- c. No additional funds would be required, since salaries of JOTs have already been included in the budget of the Office of Training and the costs of administration would be absorbed by the Offices of Training and of Personnel.
- d. Approximately are at present available to start the program.

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6. RECOMMENDATIONS

- a. That the above conclusions be approved.
- b. That the Plan, as outlined in TAB A be adopted.
- c. That the Program for the Career Development of Selected Junior Personnel be referred to the Assistant Director for Personnel and the Director of Training for implementation.

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PLAN FOR CAREER DEVELOPMENT OF SELECTED JUNIOR PERSONNEL

1. PURPOSE: The CIA Plan for Career Development of Selected Junior Personnel is designed to identify and provide for the systematic indoctrination and development through planned rotation of a highly select group of junior employees who have the capacity and potential to profit from such development to the end that there shall be continuously available a reservoir of individuals extensively and intensively acquainted with Agency activities, who will be available for assignment to more responsible positions in accordance with Agency requirements.
2. RESPONSIBILITY:
 - a. Responsibility for this program is vested in the Assistant Director for Personnel and the Director of Training in accordance with the inherent responsibilities that lie with them as chiefs of their respective offices.
 - b. The Assistant Director for Personnel and the Director of Training have mutually agreed to divide responsibility for the program as follows:
 - (1) To share in the selection of individuals for the program.
 - (2) After selection, the individual to transfer to a JOT slot within the present ceiling of the Office of Training and to remain under the administration of the Office of Training during his development cycle.

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TAB A

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- (3) The Assistant Director for Personnel to be kept informed at all times, by the Director of Training, of the individual's development, planned assignment and progress.
- (4) Upon completion of his development cycle, the individual to be referred to the Assistant Director for Personnel for appropriate assignment, with due consideration for the individual's original career development plan.

3. SELECTION:

- a. Selection will be made by a committee composed of the Assistant Director for Personnel, Chairman; the Director of Training; and a representative of the major operating component having jurisdiction over the individual under consideration.
- b. The selection committee will choose from nominees referred to the Assistant Director for Personnel under procedures set forth in paragraph 5 below, and who meet eligibility criteria set forth in paragraph 4 below.

4. ELIGIBILITY CRITERIA:

- a. To be considered for entrance into the program an individual must:
 - (1) Have staff employee status.
 - (2) Be between the ages of 25 and 34, inclusive.
 - (3) Occupy a position at grade GS-7 through 12, inclusive.
 - (4) Have at least two years prior CIA service.

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TAB A

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- (5) Have completed a training course in basic intelligence, such as BIC.
- (6) Possess at least a Bachelor's degree or equivalent from an accredited college or university.
- (7) Agree to serve the Agency wherever assigned (this agreement will be stated in whatever form is ultimately decided upon to be used in the application for entrance into the Career Service).

5. NOMINATING PROCESS:

- a. Nominations will be on a quota basis from major organizational components; such quotas to be set jointly by the Assistant Director for Personnel and the Director of Training. In setting these quotas they will bear in mind the number of available JOT slots in the Office of Training. In any event those quotas will not exceed 1 per cent of the authorized strength of the component.
- b. Major components will be expected to nominate high caliber individuals for the program and the individuals must concur in their entrance into the program.
- c. Any staff employee who meets the eligibility criteria may apply through his office head to the Chief of his major component for entrance into the program. The Chief of the major component concerned will append his recommendations to the application and forward it to the Assistant Director for Personnel, whether his recommendation is affirmative or negative.

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- d. Application will be on a prescribed form to be developed by the Assistant Director for Personnel and the Director of Training.
 - e. Accompanying the application will be a development plan worked out by the individual and his supervisor and commented upon by the office of assignment. Such plan does not need prior concurrence of those offices in which it is expected the individual will be detailed during his development cycle.
6. REVIEW OF APPLICANTS BY THE CAREER DEVELOPMENT SELECTION COMMITTEE:
- a. The Selection Committee will make its review and base its selection on the individual's over-all suitability for the program as determined by the following:
 - (1) Possession of basic eligibility qualifications.
 - (2) Evaluation of data in applicant's official personnel folder, which must contain a current PER.
 - (3) Personal interview by the Selection Committee which will include a discussion about the individual's proposed development plan.
 - (4) Training evaluations.
 - (5) Assessment by the Assessment & Evaluation Division of the Office of Training if requested by the Selection Committee.
 - (6) Any special reports which the Selection Committee may request from the Director of Security or Chief, Medical Staff.

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1. PROBLEM: To Establish a Program for Rotation of Selected Personnel
2. ASSUMPTIONS:
 - a. CIA will have a continuing requirement for a reservoir of carefully selected, highly qualified, and well trained individuals who are thoroughly acquainted with Agency activities and who will be available for assignment to positions of increasing responsibility as the need arises.
 - b. Due to the specialized nature of Agency activities, such individuals cannot ordinarily be recruited from outside the Agency. To assure the existence of such a reservoir, a systematic program for internally developing selected Agency personnel can be instituted.
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 - c. It is possible to identify individuals who are on duty whose development will be furthered by rotation among components of the Agency. Since an individual rotational assignment would be of rather extended duration, such assignments will be for productive as well as career development purposes.
 - d. Individuals should be considered for this program only on the basis of demonstrated ability and potential for greater responsibilities in the discharge of the Agency's mission.
 - e. Individuals accepted for the program should be under age 35.
 - f. Participation in the program would represent no assurance to the individual of eventual advancement, or assignment to any particular position.
3. FACTS:
 - a. [lack of responsibility in the Agency for rotation; within the purview of CIA Career Service Board.]

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